

TERMS OF REFERENCE (TOR)

APPOINTMENT OF RESOURCE/S FOR THE IMPLEMENTATION OF THE LOCAL GOVERNMENT (LG) INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM (IDMS) TOOLKIT WITHIN THE EIGHT PILOT MUNICIPALITIES OF THE MPUMALANGA AND FREE STATE PROVINCES COLLECTIVELY

1. BACKGROUND INFORMATION

The National Treasury fulfils a pivotal role in the implementation and management of the Public Finance Management Act (PFMA) No 1 of 1999, as well as the Municipal Finance Management Act (MFMA) No 56 of 2003. The essence of both these Acts are to regulate Financial Management in the Public Sector at National, Provincial and Local Government/ Municipal spheres. The PFMA as well as the MFMA are intended to ensure that all revenue, assets, liabilities and expenditures are managed efficiently and that the responsible officials are equipped with appropriate and necessary knowledge to adhere to in a compliant manner to the intentions stipulated in the respective Acts.

It is widely accepted that reforms in South Africa at the Legislative and Policy levels have provided a framework conducive for improving Financial Management in the National, Provincial and Local Spheres of Government.

At the same time, it is evident that huge skills gaps exist amongst infrastructure delivery management practitioners within different Spheres of Government.

1.1 The PINK CD Programme

The Procurement Infrastructure and Knowledge Management Capacity Development Programme (PINK) is aimed at 'improved cost effective, socially inclusive and sustainable Service delivery at Provincial and (but focusing mainly on) Local Government Sphere'.

To achieve this objective, PINK is aligned to National Treasury priorities and aims to address three of the main causes of irregularities, namely:

- Fruitless and wasteful expenditure within Municipalities that impact significantly impact on their ability to provide basic Services;
- Weak procurement practices; and
- Poor infrastructure planning, delivery and management.

In addition, the PINK Programme is aware that there is a lack of capacity within Municipalities (and some Provincial Treasuries), thereby contributing to the challenge of complying with legislation, policies and guidelines regarding procurement and infrastructure management.

The overall objective of the PINK Programme will be achieved through the implementation of three Key Result Areas (KRA):

- **KRA 1** – More effective Supply Chain Management (procurement) at Local Government level;
- **KRA 2** – Enhanced infrastructure management (budgeting, planning and asset management) at Local Government level; and
- **KRA 3** - Knowledge Management and Peer Learning (Crosscutting).

The implementation of the PINK Programme is focused into the four municipalities in the Mpumalanga and the four municipalities in the Free State Provinces. Support will also be required for the National Treasury and the Provincial Treasuries in the selected Pilot Provinces so as to assist in strengthening their constitutional and legal roles and responsibilities in supporting their respective municipalities. To obtain sustainability of the first two KRAs, Knowledge Management and Peer Learning (e.g. Communities of Practice and Peer-learning) plays a prominent role which, together with the support to be provided to National Treasury in this regard, are included as cross-cutting activities for both KRAs.

1.2 Development of the IDMS for Local governments

The development of the Local Government Infrastructure Delivery Management System (LG IDMS) seeks to customise the generic IDMS as was published in November 2018. The customisation means the development of the relevant toolkits, which will be targeting a particular sphere of government based on applicable legislation. This process has already started in February 2020 with the appointment of a long-term IDMS technical expert.

The work done to date and the projection going forward suggest that the full development and testing of the LG IDMS Toolkit can be best realized if the work is categorised in FOUR distinct but interrelated packages as follows:

Work package one for National Treasury (separate ToRs which are not part of this tender) Policy Directive and Programme Support

- Support the Chief Directorate for Provincial and Local Government Infrastructure (CD: PLGI) Unit with Policy Directives relating to infrastructure delivery.
- Provide programme support to the CD: PLGI.
- Provide programme support and technical assistance in a collaborative approach to Mpumalanga Provincial Treasury (MPL-PT) and Free State Provincial Treasury (FS-PT) respectively including the IDMS Technical Assistants (TA) appointed in these provinces.

Work package two (separate ToRs which are not part of this tender): – Improving infrastructure delivery management in the MPL and FS PTs Infrastructure unit¹ and the identified Municipalities:

- Assist and facilitate the finalization and implementation of the LG IDMS Toolkit in support of infrastructure delivery within the four identified Municipalities; and
- Facilitate capacity building within the MPL and FS PTs unit responsible for local government infrastructure delivery.

Work package three– (this tender: which consist of two separate contracts); Technical assistance, guidance, advice to National Treasury and the two Provincial Treasuries of MPL and FS. Further there-to; the resource/s will be expected to work directly with the pilot municipalities in the testing and the implementation of the LG-IDMS toolkit.

Two resources will be contracted for this project. Each resource will be placed in the Provincial Treasury where the resource/s will be responsible for the above mentioned tasks.

¹ One Resource/s will be placed in FS PT and one Resource/s will be placed in MPL PT.

Each resource will be placed in any of the two provinces and will be responsible for four pilot municipalities in that province.

These work packages are to be implemented by a team of technical advisers as follows:

- One Technical Assistant to be placed at the National Treasury
- One Technical Assistant to be placed at the Mpumalanga Provincial Treasury (internal support to Mpumalanga Treasury Infrastructure Unit)
- One Technical Assistant to be placed at the Free State Provincial Treasury (internal support to Free State Treasury Infrastructure Unit)
- One Technical Assistant to be placed at the Mpumalanga Provincial Treasury (working from Provincial Treasury into the four municipalities and reporting back to Provincial Treasury and municipalities) *(This ToRs)*.
- One Technical Assistant to be placed at the Free State Provincial Treasury (working from Provincial Treasury into the four municipalities and reporting back to Provincial Treasury and municipalities) *(This ToRs)*.

SUMMARY OF THE ASSIGNMENT	
NAME OF PROJECT	IMPLEMENTATION OF THE LOCAL GOVERNMENT INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM TOOLKIT WITHIN THE PILOT MUNICIPALITIES
LG IDMS Toolkit: Municipal support	<p>This possible appointment consist of two positions as follows:</p> <p>(Position 1): Mpumalanga IDMS implementation support adviser IDMS Technical Assistant (TA) for the implementation support of the LG IDMS Toolkit.</p> <p style="text-align: center;">AND</p> <p>(Position2): Free State IDMS implementation support adviser IDMS Technical Assistant (TA) for the implementation support of the LG IDMS Toolkit.</p>
PROJECT NUMBER	Project Number:
PINK COMPONENT / KRA	<p>KRA 1: SCM (focus on Infrastructure Procurement)</p> <p>KRA 2: Asset Management, Planning and Budgeting and Supply Chain Management (Infrastructure Procurement) for Infrastructure.</p> <p>KRA 3: Knowledge Management</p>
INTERNAL CLIENT	Provincial and Local Government Infrastructure in the National Treasury
PROJECT LEAD	Nobuntu Sibuyi (National Treasury)

SUMMARY OF THE ASSIGNMENT	
NAME OF PROJECT	IMPLEMENTATION OF THE LOCAL GOVERNMENT INFRASTRUCTURE DELIVERY MANAGEMENT SYSTEM TOOLKIT WITHIN THE PILOT MUNICIPALITIES
PROJECT TIMELINE	From the start date to 31 October 2023

2. OBJECTIVE AND SCOPE OF WORK

2.1 Overall objective of the project

The overall objective of this project is to support and assist the PINK pilot municipalities with the testing, enhancement and implementation of the LG IDMS Toolkit.

In this role, the resource/s will be responsible for the following broad scope of work:

- Supporting and guiding improved infrastructure delivery management in the identified local municipalities.
- Assist and facilitate the finalization and implementation of the LG IDMS Toolkit in support of infrastructure delivery within the identified Municipalities
- Facilitate capacity building within the identified municipalities as it relates to infrastructure delivery.
- Working in close collaboration with the PT advisor, provide technical and strategic advice to the FS or MPL Provincial Treasury.

2.2 Specific scope of work

The resource/s shall be responsible for the execution of the following tasks:

Task 1: Facilitate a framework for the LG IDMS participation agreement amongst the departments that are key in the implementation of the LG IDMS Toolkit in the identified municipalities.

Task 2: Provide technical assistance, guidance and advice to the identified municipalities with regards to the testing and implementation of the LG IDMS Toolkit.

Task 3: Provide technical assistance, guidance and advice to the identified municipalities with regards to the implementation of the LG Framework for Infrastructure Delivery and Procurement (FIDPM).

Task 4: Undertake skills transfer to the identified officials within the identified municipalities

Task 5: Support the development of training material and conduct training sessions and workshops to capacitate Municipal officials on the LG IDMS Toolkit and LG FIDPM.

Task 6: Support the Municipal Infrastructure Managers with the coordination and guidance on stakeholder management and engagements. This may include inducting other resource/s appointed to render technical support to the identified municipalities.

Task 7: Promote and support infrastructure best practices by amongst other things:

- Support infrastructure delivery management regarding asset management, planning and budgeting based on the LG IDMS Toolkit and LG FIDPM requirements;
- Support the development of strategic infrastructure procurement plans;
- Support the gathering of infrastructure asset data during the execution of projects to compile accurate annual reports for the Municipalities;
- Support officials to complete control forms at gates identified through the LG FIDPM and LG IDMS Toolkit;
- Provide support with the administration of construction contracts in accordance with the LG IDMS Toolkit.
- Promote infrastructure Cost Control measures;
- Promote and guide the development and establishing of infrastructure control budgets;
- Facilitate the development of relevant reports to accurately report on infrastructure costs.
- Promote the culture of infrastructure asset management.
- Promote and support IDMS related strategies.
- Facilitate compliance with the requirements of the LG IDMS Toolkit, LG FIDPM and mSCOA.

Task 9: Collate information and document lessons learned as well as providing inputs on the enhancement of the LG IDMS Toolkit.

Task 11: Apply change management techniques within the identified municipalities in relation to the introduction of new infrastructure reforms.

TASK 12: Participate in a process of receiving and managing queries by Municipalities on the implementation of the LG IDMS (collaboration with other teams for example MISA). The Resource/s will support an official who will be leading the engagements and interactions with the municipal departments /units.

3. PROJECT OUTPUTS / DELIVERABLES

The following outputs will be expected from the resource/s:

- An inception report to be produced within 30 working days from the date of the inception meeting.
- Detailed work plan that translates the ToRs into implementable work packages and timeframes, clearly articulated in the context of an acceptable project or programme management framework.
- Monthly, quarterly, and annual progress reports with respect of each of the identified tasks.
- Testing the application of the LG IDMS Toolkits in the pilot municipalities
- LG IDMS and LG FIDPM Training gaps identified and closed through appropriate training as endorsed in the context of the IDMSBoK
- Lessons learned documented in relation to the roll out of LG IDMS and/or LG FIDPM

- Close Out Report at the end of the contract.

4. RISKS AND ASSUMPTIONS

The current environment is presenting the following risks and assumptions which may need to be factored in the proposed work plan:

Risks	Assumptions	Mitigation
<ul style="list-style-type: none"> • LG IDMS Toolkit not completed and not available. 	<p>All core IDMS Knowledge deliverables are available to support the Local Government IDMS Toolkit process</p>	<p>Procure IDMSBOK Technical Team as a sense of urgency to finalise outstanding work and deliverables that are important to create an enabling environment for the PINK Project</p>
<ul style="list-style-type: none"> • The IDMSBOK interactive IT platform is not functioning 	<p>The project is completed on time and it produced all the required reports and modules to develop dynamic knowledge management process.</p>	<p>Ensure that there is alignment and cooperation with the project development of the local government IDMS Toolkit and the IDMSBOK project</p>
<ul style="list-style-type: none"> • Insufficient funds to develop and roll out structured training interventions. 	<p>Funds available to support structured IDMS Training interventions for Local Government PINK Pilot Municipalities</p>	<p>Engage with PINK PMU pertaining to funding challenges should there be a challenge Engage with other potential donors for donor support through SECO</p>
<ul style="list-style-type: none"> • Municipalities have agreed to be pilots, but then do not cooperate as required. 	<p>Municipalities will agree and participate in the enhancement of the Local Government IDMS Toolkit process</p>	<p>Consultative process facilitated via an MOU in getting municipality to participate, clear articulation and well documented of what is expected from the municipalities.</p>
<ul style="list-style-type: none"> • Instability in the pilot municipalities. 	<p>Municipalities will remain committed to the participation agreement.</p>	<p>Revise the engagement plan and re-engage.</p>
<ul style="list-style-type: none"> • Lockdown related restrictions on certain activities as may be imposed by National Government at any given point in time. 	<p>That the restrictions will continue being reduced to the effect that they do not impact on project progress.</p>	<p>Adopt a risk tolerance approach to implementation. Manage by exception.</p>

5. COORDINATION WITH OTHER PROGRAMMES

The PINK Programme will work closely with Municipal Finance Improvement Programme (MFIP) III (NT funded programme), European Union (EU) EU funded FMIP IV and Deutsche Gesellschaft für Internationale Zusammenarbeit Government Support Programme (GIZ GSP) II and the Infrastructure Delivery Management System Body of Knowledge (IDMSBOK) project funded through the General Budget Support Programme (EU).

National Treasury's funded programme MFIP III, provides Public Finance Management (PFM) support to Local Government. The programme's focus is on the six key focus areas:

- Audit outcomes;
- Budgeting and Reporting;
- Asset Management;
- SCM;
- Revenue Management; and
- Municipal Standard Chart of Accounts (mSCOA).

The EU funded and upcoming Financial Management for Improved Service Delivery (FMISD) PFM Capacity Development Programme will include broad-scale education, training and development (ETD) solutions for PTs and Municipalities on SCM.

GIZ's Governance Support Programme (GSP) II programme only focused on selected Municipalities in Mpumalanga and the Eastern Cape Provinces. GSP II seeks to conduct a comprehensive review of the SCM value chain per Municipality and make recommendations for its improvement.

The infrastructure focus area of the PINK intervention will be supported by the IDMSBOK process and intervention. The IDMSBOK is co-funded by the General Budget Support Office through the Chief Directorate International Donor Coordination and the Chief Directorate Provincial and Local Government Infrastructure.

6. PROJECT LOCATION AND REPORTING

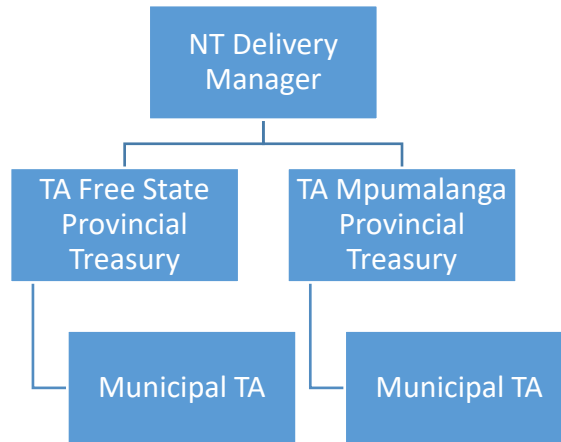
This project shall be located in two different provinces as follows:

In the Free State Province: The resource shall be appointed into the Provincial Treasury Offices located in Fidel Castro Building, Bloemfontein or any other location as the Free State Provincial Treasury may deem fit and (resource) will be expected to work with the four identified municipalities Moqhaka, Setsoto, Tswelopele and Metsimaholo Municipalities.

In the Mpumalanga Province: The resource shall be appointed into the Provincial Treasury Offices located in the Government Boulevard in Nelspruit or any other location as the Mpumalanga Treasury may deem fit and (resource) will be expected to work with the four identified municipalities namely, Nkomazi, Chief Albert Luthuli, Dr. Pixley Ka Isaka Ka Seme municipalities (fourth one yet to be identified).

The appointed resources:

- will be expected to report directly to the relevant Provincial Treasury as per the location of the project (Free State or Mpumalanga). A governance process will escalate the reporting to the National Treasury, which will finalise the administration process.
- Will travel to pilot municipalities regularly.
- Will travel to Pretoria for certain meetings including knowledge sharing sessions with the rest of the LG IDMS Toolkit Team (officials and other Resource/ss);
- The nature of the project requires that the appointed Resource/s to have a direct dual reporting responsibility; first to the identified municipalities and secondly to the Provincial Treasury. Reporting to the National Treasury will be indirect and will be facilitated by a governance process.



7. APPOINTMENT

The contracting authority will appoint two individual resources against these ToRs. Each of the two appointed resources will be placed in each of the two provinces as follows:

- One Expert will be appointed for Position 1
- One Expert will be appointed for Position 2

List of identified eight (8) Pilot Municipalities

Free State	Mpumalanga
<ul style="list-style-type: none"> • Tswelopele Local Municipality 	<ul style="list-style-type: none"> • Dr Pixley Ka Seme Local Municipality
<ul style="list-style-type: none"> • Moqhaka Local Municipality 	<ul style="list-style-type: none"> • Chief Albert Luthuli Local Municipality
<ul style="list-style-type: none"> • Metsimaholo Local Municipality 	<ul style="list-style-type: none"> • Nkomazi Local Municipality
<ul style="list-style-type: none"> • Setsoto Local Municipality 	<ul style="list-style-type: none"> • Fourth Municipality to be identified soon

8. QUALIFICATIONS

Resource/s should be in possession of at least but not limited to a relevant minimum NQF 6 tertiary qualification in the built environment.

9. EXPERIENCE, SKILLS AND KNOWLEDGE

The Resource/s should have demonstrable experience, expertise and knowledge in the following areas:

- Applied knowledge of applicable municipal legislation.
- Proven knowledge of Programme or Project Management in terms of infrastructure delivery and procurement experience within a Local Municipality
- Practical knowledge on municipal infrastructure delivery (financial and non-financial)
- Applied Knowledge of Change Management;
- Application of knowledge management

- Report writing, Communication and Presentation skills;
- Stakeholder management.
- Proven experience in Mentoring and Coaching on infrastructure delivery management or programme or project environment.

The Resource/s should also be:

- a) Able to work independently.
- b) A good team player and able to work in collaboration with a diverse team of stakeholders.

10. OPERATIONAL REQUIREMENTS

- The Resource/s will be responsible for the provision of his/her vehicle, telephone, computer equipment (portable computers etc.) and internet connectivity.
- The Resource/s will be based within the PT offices and will be expected to travel to each of their allocated municipalities and return to base being the PT Offices. Each municipality will however be expected to offer a fully equipped workstation for the Resource/s to work from whilst in that municipality. Similarly, each municipality will be expected to allocate at least two people to work with the Resource/s to facilitate skills transfer and capability building.
- All approved travel related expenses will be reimbursed at cost subject to the provisions of the PINK Operating Manual.

11. TIMEFRAME OF CONTRACTING PERIOD

The following conditions will be applicable to the appointed Resource/s:

- Full-time basis for a period ending 31 October 2023. The first 3 months will be considered a probation period after which it will be upon the discretion of the contracting party "Ecorys" to continue with the contract for the remaining period should NT or PT not be satisfied with the performance of the resource/s;
- The contract might be extended based on performance, continued need for TA in the relevant PT's as well as municipalities and availability of funding.
- The Resource/s will work from the allocated base office and will be required to work a minimum of 40 working hours (8 hours a day) not exceeding 160 hours per month for the duration of the contract unless otherwise agreed by the parties; and
- The contract will be reviewed quarterly based on performance.

12. CONTRACTUAL ARRANGEMENTS

The appointed Resource/s will be contracted by the appointed implementing agent of the PINK project which is Ecorys Nederland B.V.

13. MONITORING AND REPORTING

The performance of the resource/s will be monitored by the Project Manager or the assigned official on monthly basis using the monthly progress report against the approved work plan.

Monthly progress reports will be rolled up to quarterly reports which will also be submitted to the Project Manager or the nominated official after each quarter.

All reports will be submitted and approved by the Project Manager or nominated official before they are submitted to the PINK programme Office.

14. SUBMISSION OF CURRICULUM VITAE

- 14.1** Service Providers must submit detailed Curriculum Vitae and certified certificates of educational qualifications, which meets the requirements of these ToRs.
- 14.2** Companies are allowed to tender for the positions on condition that the company submits **NO MORE** than **two (2) CVs**.
- 14.3** A short description of projects previously undertaken and at least three (3) contactable references on projects completed. (Description of Projects must not be more than 500 words each).

15. DISQUALIFICATIONS

- A Service Provider submitting more than the specified number of documents (based on **Paragraph 14** above) will automatically be disqualified.

RESPONSES/APPLICATION AND ENQUIRIES

- All applications and enquiries relating to this advert should be submitted only in writing to Thabisa.Myolwa@treasury.gov.za
- Applicants who are not contacted within 90 days from the closing date should consider their applications unsuccessful.

The closing date to submit applications is 05 September 2022 at 11:00 AM Standard South African time, no late applications will be accepted